



**2006-2007**  
**Professional Development Series**  
**THE LEADERSHIP ACADEMY**

**UNLOCK**  
**LEARNING POTENTIAL**  
*through professional development*

Missouri Department of Elementary and Secondary Education



# *Welcome to the 2006-2007 Professional Development Series*

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Fall 2006

Dear Educator:

At the Leadership Academy, we are very excited about our 2006-2007 Professional Development Series, "Unlock Learning Potential Through Professional Development." These workshops give Missouri educators the opportunity to receive top-notch professional development and build the capacity to improve student performance in their schools. We encourage you to attend and share the information you learn with others in your district. This year's series is overflowing with exciting sessions, a few of which I would like to highlight for you.

In the School Leadership strand, Charlotte Danielson, one of the foremost authors on teacher evaluation, will present "Teacher Leadership That Strengthens Professional Practice." With administrators wearing so many hats these days, it is important to examine both formal and informal teacher leadership.

For the Curriculum and Assessment strand, the Leadership Academy is pleased to offer workshops in reading, writing, math and science. By popular demand, we are bringing the work of Stephanie Harvey to Missouri through her consultant, Jill DeGoede, in the session "Strategies That Work: Comprehension Instruction That Makes a Difference."

The Instructional Strategies strand includes "Building Academic Background Knowledge: Vocabulary Instruction That Works," as presented by Judi Herm, a faculty member with the Association for Supervision and Curriculum Development. This session builds on the work of Robert Marzano and Debra Pickering in Missouri.

Finally, in the Instructional Leadership and Collaboration strand, Bob Garmston will detail his Cognitive Coaching technique in the first part of the "Cognitive Coaching Foundation Seminar," which will continue in the spring.

As you develop your individualized learning plan and build on the work of learning teams, remember that you have a wide variety of presenters and an assortment of topics to choose from. Join us as we obtain new knowledge and skills in an effort to improve our schools, and take heart in knowing the Missouri is on the cutting edge of unlocking learning potential.

Sincerely,



Doug Miller, Ph.D.  
Coordinator of Professional Development/Leadership Academy  
Missouri Department of Elementary and Secondary Education



# School Leadership

## Instructional Practices Inventory (IPI)

Do you know how often your students are learning through authentic, meaningful instruction? If not, **Jerry W. Valentine** will teach you how to use the Instructional Practices Inventory (IPI), a system of six categories that distinguish among the types of learning experiences in which students are engaged. Using the IPI, you can make 150 valid observations in a single day to help your understanding of instruction across your entire school.



Valentine is a professor in the Department of Educational Leadership and Policy Analysis at the University of Missouri-Columbia. As coordinator of the Educational Specialist Program, Valentine works with faculty to deliver an integrated, thematic study of the principalship that leads to advanced certification for elementary and secondary principals.

In this workshop, you will learn how to:

- Design school-improvement goals.
- Stimulate discussions among staff about the nature of teaching practices.
- Document improvements in teaching practices.
- Chart teaching practices over time.

**Target audience:** Principals and teachers interested using data collection to improve daily instruction

**Date:** Sept. 18, 2006 – Elementary (*Registration limited to 20.*)  
Oct. 31, 2006 – Secondary (*Registration limited to 20.*)

**Registration deadline:** Sept. 16, 2006 – Elementary  
Oct. 17, 2006 – Secondary

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Teacher Leadership That Strengthens Professional Practice

How does a principal complete all the work that needs to be done? In this workshop, **Charlotte Danielson** will examine the importance of teacher leadership in today's schools. Danielson is an educational consultant who specializes in teacher quality and evaluation, curriculum planning, performance assessment and professional development. Having taught at all levels and having worked as an administrator, curriculum director and staff developer, Danielson serves as a consultant to school districts, universities,



intermediate agencies, state departments of education and numerous organizations.

In this workshop, participants will:

- Define teacher leadership and examine its importance.
- Examine formal and informal teacher leadership.
- Discuss values and dispositions associated with teacher leadership.
- Look at examples of teacher leadership.

You will receive a copy of Danielson's book titled *Leadership That Strengthens Professional Practice*.

**Target audience:** Educators who serve or are interested in serving in leadership roles

**Date:** Nov. 15, 2006      **Registration deadline:** Nov. 1, 2006

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Servant-Leadership by Design: Creating a School Culture of Shared Leadership-Empowerment-Collaboration

In this workshop, **Larry Fidelus** will present foundational insights and characteristics of the servant-leader and how servant-leadership pertains to our individual and educational institutional journeys to benefit children. The key areas of shared leadership, empowerment and collaboration will be explored. Building on real-world examples and your own experiences, you will engage in a process of developing your own action plan as an individual servant-leader and learn how to create a servant-leader culture for your institution.



As a participant, you will:

- Learn the realities of what it means to be a servant-leader and how shared leadership, empowerment and collaboration are essential components for success.
- Assess individual and organizational practices and how servant-leadership can improve effectiveness at all levels.
- Create a servant-leader action plan that speaks to individual and organizational development of your work to impact student learning and success in your building or district.

Fidelus has over 20 years of organizational, administrative and consulting experience. He has worked with organizations at all levels including Fortune 500 companies, religious groups and service organizations. He currently teaches at Lewis University in the graduate program in organizational leadership. He is also a speaker, presenter and consultant for the Robert Greenleaf Center on Servant-Leadership.

**Target audience:** Principals, superintendents, teacher leaders, and other interested educators

**Dates:** March 23-24, 2007

**Registration deadline:** March 9, 2007

**Location:** Lenoir Woods Community Center, Columbia, Mo.

# Curriculum & Assessment

## Strategies That Work: Comprehension Instruction That Makes a Difference

Increasing reading comprehension will allow your students to become more independent and more active learners. In this workshop, **Jill Duffy DeGoede** will give you the tools to help them strengthen their literacy skills and to make a difference in their educational lives. As a national consultant for Stephanie Harvey, DeGoede gives keynote speeches, workshops and demonstration lessons on reading comprehension and other literacy practices.



**Jill DeGoede**

Participants will:

- Develop their understanding of an active literacy classroom built on 10 guiding principles.
- Examine six research-based comprehension strategies.
- Learn how to gradually release students to independence using comprehension strategies and think sheets.

You will receive a copy of *Strategies That Work: Teaching Comprehension to Enhance Understanding* by Stephanie Harvey and Anne Goudvis.

**Target audience:** K-12 educators

**Date:** Oct. 3, 2006 and Jan. 17, 2007

**Registration deadline:** Sept. 19, 2006 and Jan. 3, 2007

**Location:** Elliott Union at Central Missouri State University, Warrensburg, Mo.

## Teaching Writing in the Content Areas

In this workshop, **Vicki Urquhart** will help teachers examine how the very act of writing spurs a process of exploration that changes thinking and inspires learning. Urquhart is a senior consultant at Mid-continent Research for Education and Learning (McREL) and has recently been published in the *Journal of Staff Development*.



**Vicki Urquhart**

As a participant, you will:

- Be able to balance the interrelated elements that exist when teaching writing in the content areas.
- Learn how to integrate writing into your classroom.
- Build an initial plan for writing across the curriculum.

You will receive a copy of *Teaching Writing in the Content Areas* by Urquhart and Monette McIver.

**Target audience:** Middle school and high school teachers

**Date:** Nov. 7-8, 2006      **Registration deadline:** Oct. 24, 2006

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Unpacking the Science Standards

**Page Keeley** is a senior program director for the Maine Mathematics and Science Alliance and the developer of Curriculum Topic Study (CTS), a project that is developing a coordinated set of science and mathematics materials to help K-12 educators deepen their understanding of the important science and mathematics topics they teach. Keeley has received a Milken Educator Award and the Presidential Award for Excellence in Science Teaching.



**Page Keeley**

In this workshop, participants will:

- Become aware of CTS and its tools and resources.
- Practice applications of CTS to inform decisions made about curriculum, instruction and assessment.
- Learn how to use CTS-developed assessment probes to elicit student ideas and identify misconceptions.

You will receive a copy of *Uncovering Student Ideas in Science: 25 Formative Assessment Probes* by Keeley, Francis Eberle and Lynn Farrin, as well as Keeley's *Science Curriculum Topic Study*.

**Target audience:** K-12 science teachers, instructional coaches, curriculum directors and other interested educators

**Date:** Nov. 13-14, 2006      **Registration deadline:** Oct. 30, 2006

**Location:** Capitol Plaza Hotel, Jefferson City, Mo.

## Reaching All Students in Math: Differentiated Mathematics Instruction

In this workshop, **Nanci Smith** will address the impact of student differences on math instruction and explain how these differences can be handled. Smith is a national and international consultant in the areas of differentiated instruction for the Association for Supervision and Curriculum Development (ASCD).



**Nanci Smith**

Participants will:

- Use tools to diagnose their own learning profiles, which can then be used to analyze students' learning profiles.
- Explore strategies for addressing student differences through rigorous instruction.
- Participate in hands-on activities.

You will receive a copy of *Fulfilling the Promise of the Differentiated Classroom* by Carol Tomlinson.

**Target audience:** K-12 teachers of mathematics

**Date:** Jan. 25-26, 2007      **Registration deadline:** Jan. 11, 2007

**Location:** Lenoir Woods Community Center, Columbia, Mo.



# Instructional Strategies

## Conscious Classroom Management: Bringing Out the Best in Students and Teachers

Why is good classroom management often invisible? In this fast-paced and interactive workshop, **Rick Smith** will explain how to understand these invisible skills and how to effectively utilize them with students. An educational consultant who spent more than fourteen years as a classroom teacher, Smith has shared practical teaching strategies with tens of thousands of educators worldwide. His book, *Conscious Classroom Management: Unlocking the Secrets of Great Teaching*, is currently being used by the majority of new teachers in the 10 largest school districts in America.



**Rick Smith**

As a participant, you will:

- Learn how to make invisible management skills become visible.
- Understand how to hold your ground in ways that invite student cooperation.
- Discover helpful approaches for motivating reluctant learners.
- Explore procedures that result in reduced anxiety and a fresher, more positive approach to teaching.

You will receive a copy of Smith's book titled *Conscious Classroom Management*.

**Target audience:** K-12 teachers seeking practical solutions for successfully managing their classrooms

**Date:** Oct. 17-18, 2006    **Registration deadline:** Oct. 3, 2006

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Teaching Thinking Through Effective Questioning

**Jill Slack**, a program associate with the Southwest Educational Development Laboratory (SEDL), leads the literacy initiatives in a five-state region. She designs and provides training, resources and ongoing support to state, district and intermediate agencies in reading, writing, questioning, coaching and school-improvement strategies. Her educational background includes serving as a reading specialist, a classroom teacher in the public school system and an assistant professor in higher education.



**Jill Slack**

This interactive session will describe effective questioning strategies for creating a thinking environment in the classroom for all students. Demonstrations will focus on specific questioning processes and how to utilize student responses.

Participants will:

- Develop a critical awareness of the research in thinking and questioning.
- Learn the types of questions and combinations of questions that promote student thinking.
- Discover self-assessment methods for analyzing questioning behaviors and their impact on student learning.
- Experience staff-development strategies that facilitate the improvement of questioning behaviors.

**Target audience:** Teachers, administrators, staff developers and instructional supervisors

**Date:** Jan. 10-11, 2007    **Registration deadline:** Dec. 27, 2006

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Building Academic Background Knowledge: Vocabulary Instruction That Works

**Judi Herm** believes that the key to student success lies in high-quality professional development. A consultant for the National Urban Alliance and a faculty member with the Association for Supervision and Curriculum Development (ASCD), Herm is devoted to the study and practice of school reform, and she has extensive training and consulting experience in diverse educational settings.



**Judi Herm**

For many students who struggle academically, a lack of vocabulary stands between them and achievement. In this workshop, participants will discover how to help these students become confident and successful learners by building academic background knowledge.

Topics for the workshop will include:

- Learning Robert Marzano's six-step vocabulary instruction model and specific strategies for each step.
- Understanding and appreciating the importance of background knowledge.
- Determining how to select the correct words, terms and phrases for instruction.
- Using engaging methods for the teaching and learning of vocabulary.

You will receive a copy of *Building Academic Vocabulary: Teacher's Manual* by Robert J. Marzano and Debra J. Pickering.

**Target audience:** K-12 teachers, administrators, coaches and staff developers

**Date:** Feb. 6, 2007

**Registration deadline:** Jan. 23, 2007

**Location:** Lenoir Woods Community Center, Columbia, Mo.

# Instructional Leadership & Collaboration

## Co-Teaching

The No Child Left Behind Act and the reauthorization of special education legislation have brought about increased pressure for educators. Reformers have set higher standards, and teachers are responsible for ensuring that students reach these goals. Co-teaching gives teachers the opportunity to combine their time and talents in the classroom in order to meet all of their students' educational needs.



**Marilyn Friend**

In this workshop, **Marilyn Friend** will provide detailed information about planning, implementing and evaluating co-teaching programs. Friend is a professor of education and chair of the Department of Specialized Education Services at the University of North Carolina at Greensboro. She is also the co-producer of a series of educational videotapes that includes "The Power of Two," a comprehensive look at co-teaching as part of a collaborative and inclusive school.

Participants will learn how to:

- Define co-teaching and distinguish it from terms such as collaboration, team teaching and inclusion.
- Discuss the critical components of a teacher's model for co-teaching.
- Plan a co-taught lesson.
- Address pragmatic issues related to co-teaching.

You will receive a copy of *Interactions: Collaboration Skills for School Professionals* by Friend and Dr. Lynne Cook.

**Target audience:** Educators interested in implementing or improving co-teaching in their schools

**Date:** Oct. 6, 2006      **Registration deadline:** Sept. 22, 2006

**Location:** Lenoir Woods Community Center, Columbia, Mo.

## Cognitive Coaching Foundation Seminar

**Bob Garmston** is the co-developer of Cognitive Coaching, which he defines as a set of strategies, a way of thinking and a way of working. During the seminar, individuals are invited to shape and reshape their thinking and problem-solving abilities. Cognitive Coaching is a supervisory/peer-coaching model that enables people to modify their capacity to transform themselves.



**Bob Garmston**

Director of Facilitation Associates, a consulting firm that specializes in leadership, learning, and personal and organizational development, Garmston has conducted workshops for teachers, administrators and staff developers throughout the United States, Canada, Africa, Asia, Europe and the Middle East.

As a participant, you will:

- Build trust by developing physical and verbal rapport.
- Facilitate thinking through questioning and developing a greater precision with language.
- Apply coaching skills that enhance the intellectual processes of performance.

You will receive a copy of *Cognitive Coaching: A Foundation for Renaissance Schools* by Garmston and Arthur L. Costa.

**Target audience:** All educators, including coaches, directors and administrators

**Date:** Nov. 28-29, 2006      **Registration deadline:** Nov. 14, 2006  
Feb. 8-9, 2007      **Registration deadline:** Jan. 25, 2007

**Location:** November workshop – Truman Hotel and Convention Center, Jefferson City, Mo. (formerly Ramada Inn)

February workshop – Governor Office Building, Jefferson City, Mo.

## Missouri Professional Learning Communities

A professional learning community is a school-improvement model that increases student achievement by building the capacity of educational personnel to create and sustain conditions that promote high levels of learning. Critical aspects for these communities are a shared purpose, collaborative activity and a collective responsibility for results. Professional learning communities see student learning, not teaching, as their mission.



**Terri Martin**

**Terri Martin** will lead workshop participants through an overview of this exciting initiative. Currently the project director for the Missouri Accelerated Schools and Professional Learning Communities projects, Martin has more than 20 years of experience as a teacher and administrator. She trains leadership teams in creating foundational bases of support, developing collaborative teams to complete tasks and focusing on results that ensure all students are learning.

As a participant, you will:

- Receive an overview of professional learning communities.
- Define collaboration and discuss ways to make it happen.
- Create a vision based on effective schools.
- Develop a yearlong plan to provide focus.

**Target audience:** K-12 educators seeking comprehensive and continuous school improvement

**Date:** March 13-14, 2007      **Registration deadline:** Feb. 27, 2007

**Location:** Lenoir Woods Community Center, Columbia, Mo.

# Registration

To register, go to: <https://www.mylearningplan.com/WebReg/Catalog.asp?D=11005&H=1>  
or to the bulletin board at <http://dese.mo.gov/divteachqual/leadership/>.

## Entire School Leadership Strand — \$375

Instructional Practices Inventory (IPI) with Jerry W. Valentine – Sept. 18 and Oct. 31, 2006 • 8 a.m. to 4 p.m.  
(Choose one      Elementary – Sept. 18, 2006      Cost: \$100      Registration Deadline: Sept. 16, 2006  
or both)      High School – Oct. 31, 2006      Cost: \$100      Registration Deadline: Oct. 17, 2006  
Location: Lenoir Woods Community Center, Columbia, Mo.

Teacher Leadership That Strengthens Professional Practice with Charlotte Danielson – Nov. 15, 2006  
Cost: \$100      Registration deadline: Nov. 1, 2006      Location: Lenoir Woods Community Center, Columbia, Mo.

Servant-Leadership by Design with Larry Fidelus – March 23-24, 2007  
Cost: \$200      Registration deadline: March 9, 2007      Location: Lenoir Woods Community Center, Columbia, Mo.

## Entire Curriculum & Assessment Strand — \$775

Strategies That Work: Comprehension Instruction That Makes a Difference with Jill Duffy DeGoede – Oct. 3, 2006 and Jan. 17, 2007  
Cost: \$200      Registration deadline: Sept. 19, 2006 and Jan. 3, 2007  
Location: Elliott Union at Central Missouri State University, Warrensburg, Mo.

Teaching Writing in the Content Areas with Vicki Urquhart – Nov. 7-8, 2006  
Cost: \$200      Registration deadline: Oct. 24, 2006      Location: Lenoir Woods Community Center, Columbia, Mo.

Unpacking the Science Standards with Page Keeley – Nov. 13-14, 2006  
Cost: \$200      Registration deadline: Oct. 30, 2006      Location: Capitol Plaza Hotel, Jefferson City, Mo.

Reaching All Students in Math: Differentiated Mathematics Instruction with Nanci Smith – Jan. 25-26, 2007  
Cost: \$200      Registration deadline: Jan. 11, 2007      Location: Lenoir Woods Community Center, Columbia, Mo.

## Entire Instructional Strategies Strand — \$475

Conscious Classroom Management: Bringing Out the Best in Students and Teachers with Rick Smith – Oct. 17-18, 2006  
Cost: \$200      Registration deadline: Oct. 3, 2006      Location: Lenoir Woods Community Center, Columbia, Mo.

Teaching Thinking Through Effective Questioning with Jill Slack – Jan. 10-11, 2007  
Cost: \$200      Registration deadline: Dec. 27, 2006      Location: Lenoir Woods Community Center, Columbia, Mo.

Building Academic Background Knowledge: Vocabulary Instruction That Works with Judi Herm – Feb. 6, 2007  
Cost: \$100      Registration deadline: Jan. 23, 2007      Location: Lenoir Woods Community Center, Columbia, Mo.

## Entire Instructional Leadership & Collaboration Strand — \$675

Co-Teaching with Marilyn Friend – Oct. 6, 2006  
Cost: \$100      Registration deadline: Sept. 22, 2006      Location: Lenoir Woods Community Center, Columbia, Mo.

Cognitive Coaching Foundation Seminar with Bob Garmston – Nov. 28-29, 2006 and Feb. 8-9, 2007  
Cost: \$400      Registration deadline: Nov. 14, 2006 and Jan. 25, 2007  
Location: November workshop – Truman Hotel and Convention Center, Jefferson City, Mo. (formerly Ramada Inn)  
February workshop – Governor Office Building, Jefferson City, Mo.

Missouri Professional Learning Communities with Terri Martin – March 13-14, 2007  
Cost: \$200      Registration deadline: Feb. 27, 2007      Location: Lenoir Woods Community Center, Columbia, Mo.

Workshop hours are 9 a.m. to 3 p.m., with the exception of Instructional Practices Inventory, which will be from 8 a.m. to 4 p.m.  
Registration and continental breakfast will begin 30 minutes prior to the beginning of each session.

Payment is expected within 30 days after the workshop. Make checks payable to Treasurer, State of Missouri, and send to Leigh Murphy, The Leadership Academy, Department of Elementary and Secondary Education, P.O. Box 480, Jefferson City, MO 65102-0480.

Room reservations are your responsibility at the hotel of your choice.

Cancellations will be accepted up to two business days prior to the workshop. Otherwise, you will be charged the full workshop cost.

Persons with disabilities who need special accommodations should call (573) 751-1370 at least three business days prior to the session.

For more information, call Leigh Murphy at (573) 751-1370 or Susan Hodges at (573) 751-1941.

Missouri Department of Elementary and Secondary Education  
The Leadership Academy  
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# UNLOCK LEARNING POTENTIAL

*through professional development*



The programs offered in the Leadership Academy Professional Development Series are designed to hone your skills in professional development and to develop expertise for school improvement efforts that are aligned with MSIP, CSIP, MAP and the National Staff Development Council (NSDC) standards for professional development. The Professional Development Series also supports the ISLLC Standards.

*Register now!*



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